Simpler
CONSULTING
IBM Watson Health™

Operational excellence practice

A guided approach to patient care delivery transformation

IBM Watson Health™

The Simpler® Consulting, part of the IBM Watson Health™ business Operational Excellence Model
A guided approach to patient care delivery transformation adoption

- Visioning
- Team Development
- Value Stream Analysis
  - Learn to see the waste
  - Size the opportunities
  - Develop a road map to process improvement
- Create processes for execution of improvement across:
  - Patient access to care
  - Patient process of care
  - Patient experience of care
  - Patient handoff to the next level of care
  - Provider and staff experience of service

Applying Lean to optimize care delivery in the Perioperative Department

Critical hospital functions are undergoing an unprecedented shift. Changes are constant, and, in our opinion, are being driven by Affordable Care Act (ACA) reform and emerging reimbursement models. And in a complex healthcare economy, we think continuous improvements in the delivery of patient care have never been more important.

Applying the Simpler Business System
Although traditional project-by-project methods of process improvement remain popular, we believe the pace of today's external changes can demand a much more radical level of improvements.

The Simpler Business System® (SBS), with embedded Toyota principles (also known as Lean thinking)[1], has been used by hospitals, clinics and physician practices for more than a decade to help them improve their healthcare delivery processes.

At its core, the SBS is built around certain basic principles:
- **Respect.** Participants must have respect for the people involved and for the goal of continuous improvement.
- **Sustained value.** Goals aren't designed as narrow, short-term fixes; they are designed to help you create solutions to help you achieve long-term success.
- **Eliminating waste.** Process improvement should be focused on eliminating waste and delivering only value-added services.
- **Knowledge transfer.** More than just improving your processes, the SBS teaches you skills designed to help you sustain Lean improvements.
- **Leadership and staff buy-in.** True improvement only happens when it is embraced at all levels.

It's that simple — and that complex

The concept of Lean is a simple one: Eliminate non-value-added activities. Done right, Lean can help change organizations, delivering results that spur even more transformations. There can literally be hundreds of staff tasks involved, along many different touch points, with multiple hand offs just to deliver a single service to a patient. That is decidedly NOT simple.

The Lean lens highlights the non-value-added activities, the process reveals opportunities and the people involved are empowered to create improvements.

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Simpler's specialized practice areas
- Advisory
- Revenue cycle
- Supply chain and logistics
- Operational excellence
- Human Resources development
- Integrated facility design
- Innovation

A better result:

Consider this example: Through process flow analysis, a mid-sized hospital in a large health system reported discovering that patients presenting for surgery services experienced disruptions in service, cancellations and long waits when they showed up for their procedure without appropriate medical clearance for anesthesia. By engaging everyone in the Lean process improvement cycle—from the surgeon to anesthesiologists to specialists to perioperative services staff—the hospital reported they were able to achieve a substantial reduction in the number of cancellations and delays they had previously experienced.

Other improvements the hospital reported achieving, by implementing Lean processes, included reductions in surgical readmission rates, surgery suite turnover times, total cost per case, and time to assemble surgical trays.

Change isn't easy, but it is possible. And when it begins, it creates a snowball effect that can help build greater commitment—a strong and tangible commitment that will power your Lean journey—from everyone involved.

About Simpler Consulting, part of the IBM Watson Health business

Simpler® Consulting, part of the IBM Watson Health™ business, is a leading management consulting firm that helps organizations around the globe to improve performance through Lean transformations. Since 1996, Simpler has worked closely with clients to foster an organizational culture that continuously seeks out opportunities to make improvements, and to help stimulate business-impacting results. With its proprietary Simpler Business System®, Simpler has helped clients to implement Lean transformations across a wide range of industries.

Simpler Consulting was acquired by Truven Health Analytics® in 2014. Truven Health Analytics was acquired by IBM in 2016 to help form a new business, Watson Health. Watson Health aspires to improve lives and give hope by delivering innovation to address the world's most pressing health challenges.

Get connected

Send us an email at info@simpler.com or visit simpler.com.

Footnote

1 Hino, S., Inside the Mind of Toyota: Management Principals for Enduring Growth, English edition copyright (C) 2006 by Productivity Press, a division of The Kraus Organization Limited, ISBN-13: 978-1563273001.

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